





**CITY OF LOVELAND**  
PARKS & RECREATION DEPARTMENT  
Civic Center • 500 East Third • Loveland, Colorado 80537  
(970) 962-2303 • FAX (970) 962-2903 • TDD (970) 962-2620

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**AGENDA ITEM:** 1  
**MEETING DATE:** 5/13/2014  
**TO:** City Council  
**FROM:** Gary Havener, Parks and Recreation Department  
**PRESENTER:** Gary Havener, Director and Cindy Mendoza - MIG

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**TITLE:**  
Parks and Recreation Master Plan

**RECOMMENDED CITY COUNCIL ACTION:**  
Discussion and feedback on the draft Parks and Recreation Master Plan

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**SUMMARY:**  
Parks and Recreation Master Plan consultant, Cindy Mendoza from MIG will present findings, recommendations and implementation strategies for discussion and review. The plan was last updated in 2001 and will become an element of the City Comprehensive Plan, also in the process of undergoing an update. The complete Draft Parks and Recreation Master Plan can be viewed at <http://www.cityofloveland.org/modules/showdocument.aspx?documentid=19612>

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**BACKGROUND:**  
The Parks and Recreation Department embarked on an update of its 13 year-old Master Plan to coordinate with an update of other City Master Plans including the City's Comprehensive Plan and an ongoing study of the City's Capital Expansion Fee program. The process has included an inventory and inspection of existing conditions; a community based outreach/needs analysis based on surveys, questionnaires, group discussions, and assessment of service levels; and recommendations for systems and service improvements including potential schedules and funding sources for implementation.

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**REVIEWED BY CITY MANAGER:**

**LIST OF ATTACHMENTS:**

- 1. Executive Summary
- 2. PowerPoint Presentation



## Executive Summary

In late spring 2013, the City of Loveland began updating its *Parks & Recreation Master Plan* (Master Plan) to provide community-supported direction for developing and enhancing parks and open lands in the future. The *Master Plan* guide presents a framework to the growth, management and development of parks, open lands, public grounds, golf courses, recreation facilities, trails and programs. Emphasis is placed on a 10-year focus with projections for the remaining years through build-out (approximately 50 years) to better frame long-term financial impacts.

## Community Priorities

The *Master Plan* update included a strong public engagement process to ensure that plan recommendations would reflect community needs and priorities. As noted in Chapter 4, over 1,400 people participated in the planning process. Feedback revealed that Loveland residents are highly satisfied with the quality of services provided by the Parks & Recreation Department. Respondents indicated that recreation is essential to their quality of life, providing important opportunities to enjoy nature/outdoors and improve their health, wellness and fitness. According to outreach respondents, the most needed facilities in the future are more trails and bike paths, accessible open lands and natural

areas, and community-scale parks and facilities, such as an additional recreation center. To maintain current standards of financial accountability, priorities must be set to be able to provide high quality parks and recreation services in a cost-effective manner. Community feedback indicated that City parks and recreation services should be supported through a mix of tax dollars (primarily) and some user fees—requiring a greater City investment than is currently provided to accommodate system expansions and enhanced services.

## Park and Recreation Priorities

In addition to taking community priorities into account, the *Master Plan* included a technical analysis of community desires for the acquisition and development of new park land, open lands, golf courses, recreation facilities and trails. Needs assessment findings were used to update and customize City policies and guidelines and to right-size the future park and recreation system in terms of community priorities and City goals (Chapter 5). This includes reducing past standards and guidelines, and recalculating numerical needs for land and facilities in 10 years and through build out (Chapter 6). These updates were based on the following analyses:

- **A level of service analysis** found that Loveland provides fewer trails and pathways, less accessible open space acreage, and less indoor recreation space on average than Fort Collins, Longmont, and Boulder.
- **A GIS access analysis** evaluated the distance people must travel from their homes to reach different types of recreation opportunities. The study revealed a need for more than 170 acres of neighborhood parks and 660 acres of community parks at build out, even when right sizing park standards and focusing park provision Areas of higher residential density.
- **A recreation facility analysis** took into account changing recreation trends, noting a need for more indoor recreation space, aquatics opportunities, nature-based recreation, and specialized recreation opportunities (e.g., dog parks and pickleball courts).
- **A trail analysis** identified needs for more than 90 miles of hard and soft-surfaced trails to support recreation, connectivity and improved access to City parks and community destinations.
- **An open lands analysis** identified open lands opportunity areas where access to water and nature could be provided through acquisition and/or development to meet resident’s needs, and significant natural resources could be protected. Approximately 8,000 additional acres of open lands will be needed to maintain current service levels through build out.

## Key Policies and Recommendations

The Master Plan represents the City's first integrated park, recreation and open lands plan, creating a strong, unified approach for the Parks and Recreation Department to prioritize resources and address needs in a holistic and comprehensive way. Based on community priorities, several new directions are proposed in this plan in the short-term while also maintaining flexibility to respond to future desires and the economic health of the City :

- **Integrated Planning and Development:** Synergies between parks, open lands, golf courses, trails and public grounds are identified to show where access, resource distribution, and management efficiencies can be improved by planning and developing sites jointly.
- **Community Park System:** The City's park system of the future is more focused on popular, larger scale parks and recreation facilities such as community parks, specialized facilities, and interconnected trails. More dispersed neighborhood parks will be planned where residential densities decrease on the fringes of the GMA.
- **Interconnected Trail System:** Loveland will move beyond completing the single-loop City Recreation Trail toward developing an interconnected system of city and regional trails that provide access to parks, open lands and other destinations within the City and beyond.
- **Accessible Open Lands:** The City will increase access to natural areas and open lands to provide more nature-based recreation opportunities and connect residents to the outdoors, while protecting sensitive natural areas and wildlife habitat from impacts.
- **Financial Feasibility:** The City will continue to enhance services in a fiscally conservative manner using available resources. This means: 1) City recreation programs will have more flexibility to respond to changing market conditions; 2) the future development of golf courses and specialized facilities will be based on financial feasibility and the role of private providers in meeting service guidelines; and 3) new park standards will focus park resources where needed most, with a different guideline addressing needs in estate residential and other low density developments.

These directions translate into specific short and long-term recommendations identified in Chapter 7.

## Implementation

The Master Plan presents preliminary cost estimates for short-term projects to be initiated or completed in the next ten years (Chapter 8). **Costs are estimated at \$101 million dollars.** Funding for most short-term (10-year) recommendations would be available through projecting revenues from existing

## EXECUTIVE SUMMARY

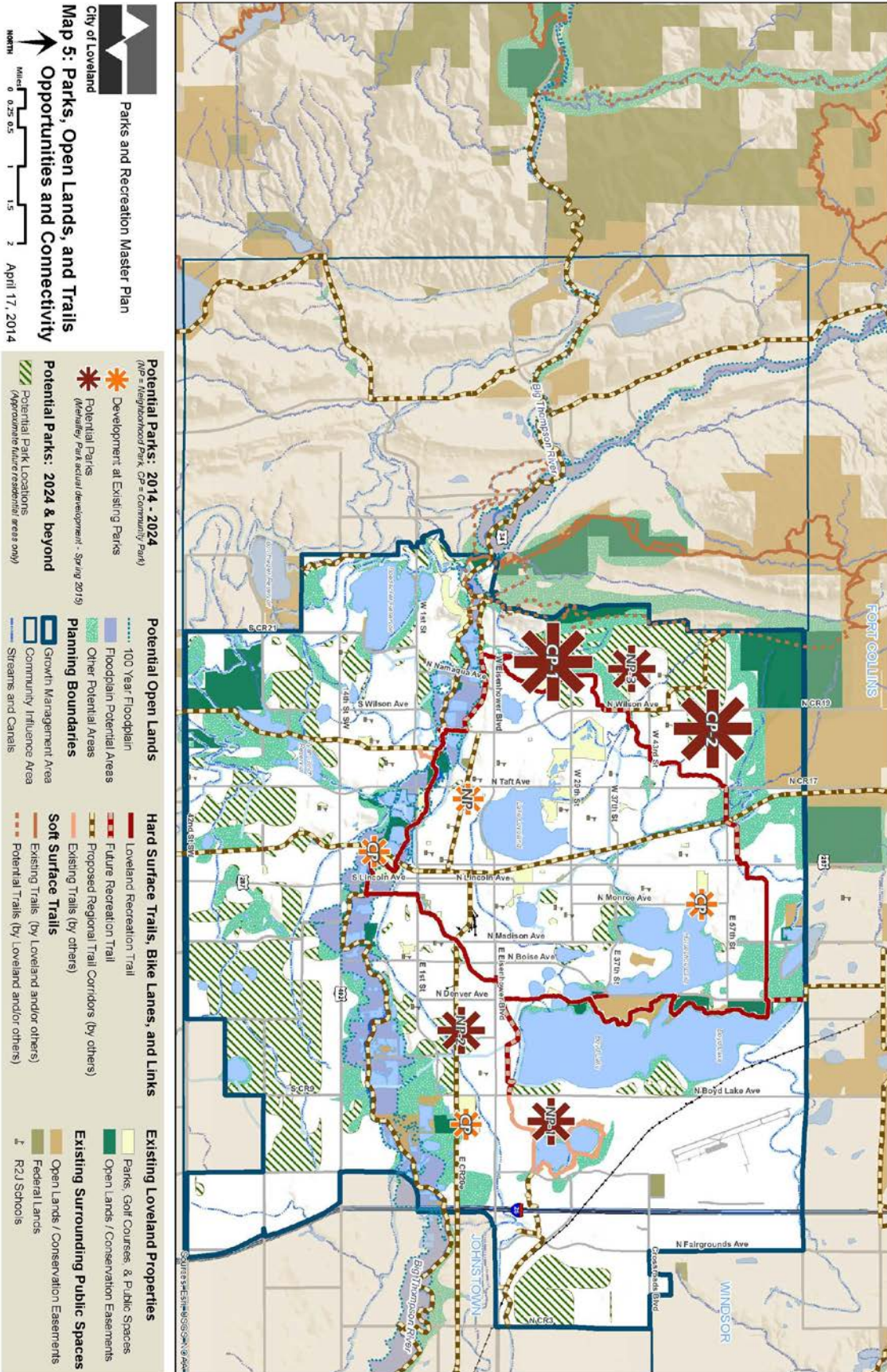
Department financial resources. The two exceptions are the full cost of a new recreation center and one new community park.

To continue to provide service at the existing level of quality and consistency on a debt-free basis, **all current funding sources must be renewed or expanded** to implement Plan recommendations. **Continued and expanded support from the City’s General Fund for operations and programming will be of paramount importance in sustaining current service levels and** as new lands and facilities are brought online.

## Conclusions

The Loveland Parks & Recreation Department provides effective, efficient and high quality leisure facilities, sites, services and programs for its citizens and community visitors. It balances its ability to provide outstanding facilities and customer service with its desire to remain debt free and keep taxes low for residents. As a result of the Department’s successful cost recovery policies, it collects monies to offset and limit subsidy from the City’s General Fund—creating an integrated, financially sustainable system of parks, open lands, golf courses, recreation facilities, trails and programs that support a healthy, active and cohesive community. Public engagement findings noted a high level of community satisfaction with the Parks & Recreation Department. While guidelines for the provision of future lands and services have been reduced to right-size the park and recreation system, community feedback validates this new direction for parks, recreation and open lands in the future.

The success of this Plan hinges on future decisions by City leaders and residents to renew or increase the sources of funding that support parks, recreation, and the protection of open lands. Clearly this is a community priority, integral to a high quality of life for today’s residents and future generations.







# PARKS AND RECREATION MASTER PLAN

## Draft Plan Presentation



City Council  
Workshop  
*May 13, 2014*

CITY OF LOVELAND

# parks and recreation

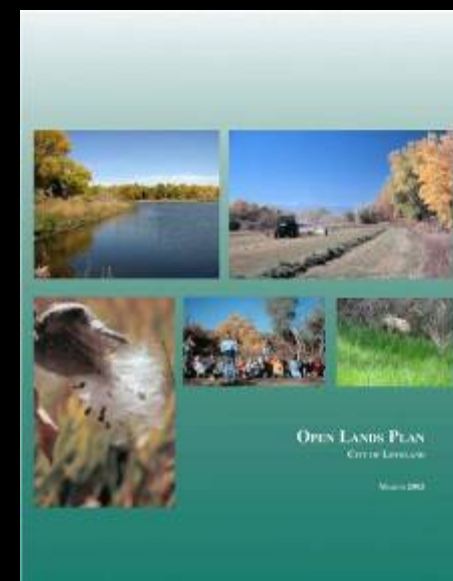
master plan

# Planning Process



# Purpose of the Master Plan

- Updates 2001 and 2003 plans
- Guides the growth, improvements and development of parks, open lands, public grounds, golf courses, recreation facilities, trails and programs.
- Presents a 10-year focus
- Provides direction through build-out (approximately 50 years)



# 8 Chapters, 5 Appendices

- Introduction
- Planning Context
- Existing System
- Community Priorities
- Standards, Guidelines & Policies
- Future Needs
- Recommendations
- Implementation Plan



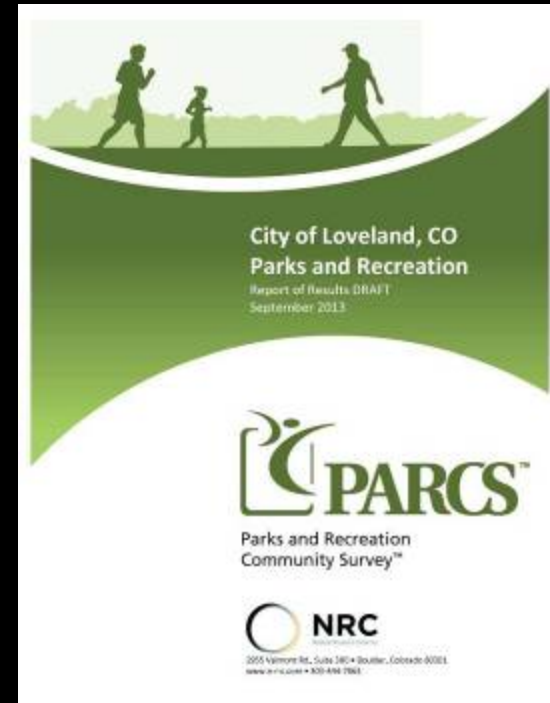




# Highlights: Community Priorities and Preferences

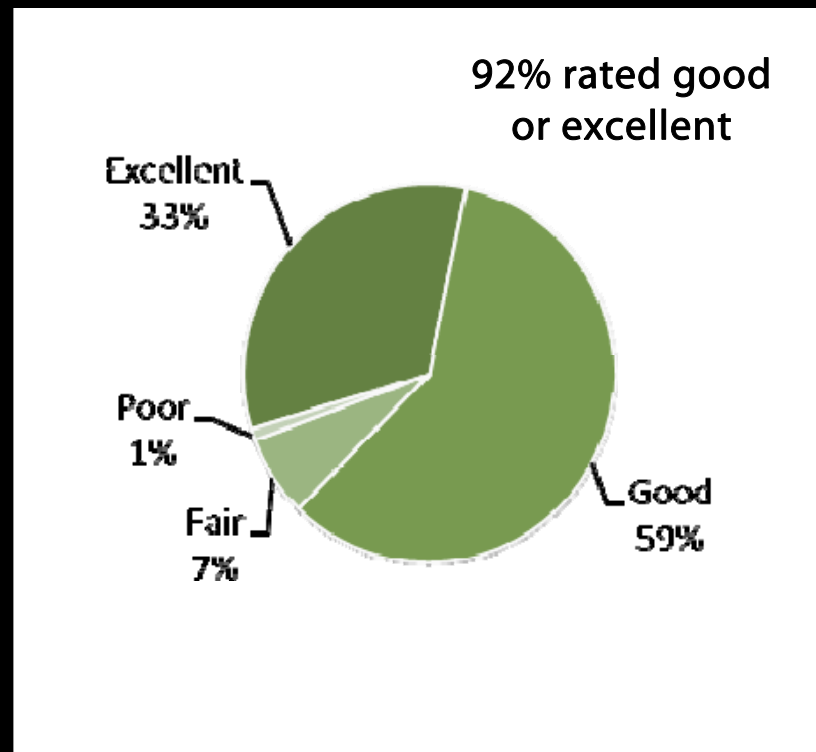
# Public / Stakeholder Involvement

- Over 1,400 people involved
- Multiple outreach forums and advisory groups
  - Survey
  - Online questionnaire
  - Focus groups
  - Stakeholder interviews
  - Intercept events
  - LPRC, OLAC, Golf, TAG



# Satisfaction Levels

- High level of satisfaction with facilities and services provided by Parks and Recreation Department





# Important Benefits

- The most important benefits of parks, recreation, open lands and trails include:
  1. Providing opportunities to enjoy nature/outdoors (70%)
  2. Improving health, wellness and fitness (62%)
  3. Protecting our natural environment (35%)
  4. Strengthening families, neighborhoods and our community (34%)

# Recreation Participation

- Active community
- Many of the top recreation activities are trail-related

Rank	Activity	Monthly Participation
1	Walking for exercise or pleasure	5.32
2	Bicycling	2.93
3	Exercise/fitness (aerobics, weights, yoga)	2.90
4	Hiking/nature walks	2.75
5	Dog walking/dog parks	2.09
6	Jogging/running	2.07

# Funding Priorities and Needs

- The top three funding priorities for improvements are:
  1. Expand the trail network (61%)
  2. Protect open lands (36%)
  3. Build a new community recreation center (32%)



# Open Lands Priorities

- The highest priorities for open lands acquisition are:
  1. Places that support outdoor recreation (e.g., hiking, mountain biking, fishing) (63%)
  2. Wildlife habitat with limited public access (46%)
  3. Places that provide river or lake access (45%)





# HIGHLIGHTS: Community Needs for Future

# Community Needs Assessment

- New Growth
  - As community grows, more recreation opportunities will be needed.
- Existing Service Levels
  - Existing service levels are lower than previous standards.
  - Residents are satisfied with existing service levels.
- Available Resources
  - Current funding sources are not enough to fund previous standards.
  - Residents are willing to pay users fees, but fees cannot cover all costs.

# Community Needs Assessment

- Benchmarking
  - In comparison to Fort Collins, Longmont and Boulder, Loveland provides a similar number of sports facilities and golf courses.
  - Loveland has less park and open lands acreage, fewer trails, and less indoor recreation space.
- Recreation Trends
  - People spend more time at larger parks and are willing to travel farther to get there.
  - New types of recreation opportunities are desired (pickleball, skate parks, dog parks, spray parks, nature-based recreation).



# HIGHLIGHTS: Significant Changes from Last Plans



# New Directions Proposed

Focus on:

- Community-scale parks and facilities
- More trail access
- Accessible open lands
- Financial feasibility
- Integration in planning and development



# Community Parks & Facilities

- Right-size the park system
- Provide 5.75 acres of parks per 1,000 residents
  - Past standard 7.5 acres/1,000
  - Current level of service 5.14 acres/1,000)
- Maintain current service level for neighborhood parks as community grows
- Provide more community parks



# Community Parks & Facilities

- In 10 years, develop community parks and facilities with broad appeal:
  - Mehaffey Park
  - Phase 2 at Kroh, LSP & Fairgrounds
  - New community park
  - New aquatic/recreation center
  - Added specialized facilities



# Trails Connectivity and Access

- Complete City Recreation Trail
- Move beyond the loop
- Provide hard and soft-surfaced trails
- In 10 years, 30 miles of new trails



# Accessible Open Lands

- As community develops, protect open lands at existing service levels
- In 10 years, acquire approximately 1,000 acres



# Accessible Open Lands

- Focus acquisition and development inside GMA:
  - Close-to-home nature
  - Trail corridors supporting connectivity
  - Open lands that support recreation needs
  - Critical habitat areas
- Consider unique opportunities outside GMA



# Financial Feasibility: Specialized Facilities

- Financial feasibility study / business plan
  - New multi-purpose recreation center
  - New outdoor aquatics facility



# Financial Feasibility: Programs

- Market-based programming decisions
  - Citizen demands
  - Available resources (staffing, budget and facilities)
  - Financial goals and requirements
  - Recreation opportunities provided by others





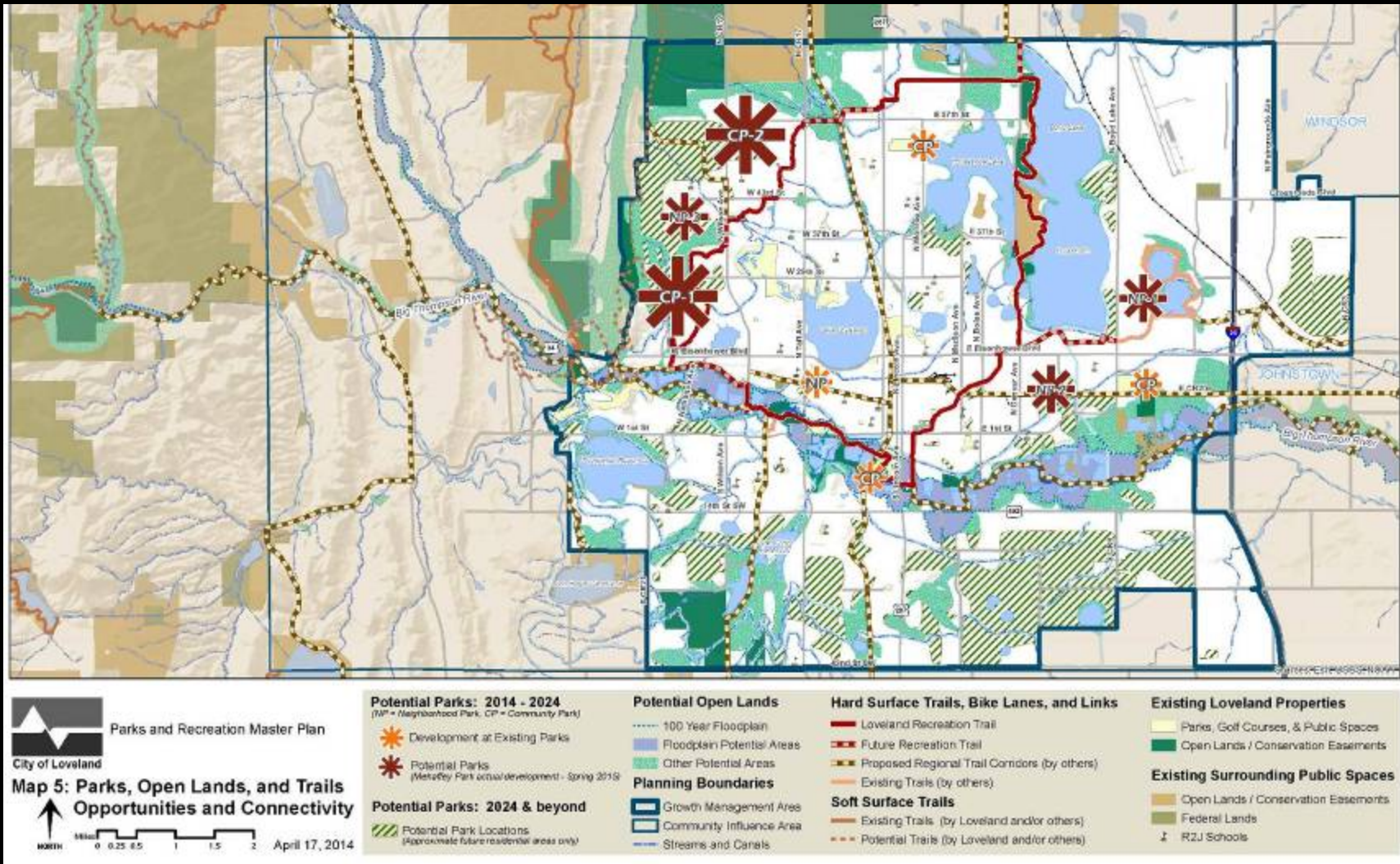
# Financial Feasibility: Neighborhood Parks

- New neighborhood parks provided selectively:
  - Medium and high density residential: ½ mile
  - Low density residential: ¾ mile
  - Estate residential: select sites



# Integrated Services

Recognize synergies between parks, open lands, golf, & trails



# Integrated Services

- Integrate recreation programming
- Coordinate maintenance staffing and resources





# HIGHLIGHTS: Implementation and Funding

# Capital Projects

- 10-year capital plan
- \$100 million in projects



# Can We Fund this Plan?

- Recommendations have been incorporated into 10-year Capital Plan.
- Capital projects can be funded from existing funding sources except:
  - New recreation center
  - New community park



# Funding Needs

- All current funding sources must be renewed or expanded to implement Plan recommendations.
- Continued and expanded support from the City's General Fund will be needed for maintenance, operations and programming.
- Improvements are essential to our quality of life.



# Questions/Discussion





# Next Steps

# Master Plan Approval Process

- Review by Advisory Boards and Commissions
- Presentation to City Management Team
- Master Plan Public Open House
- Study Session with City Council 
- Final Parks & Recreation Master Plan
- Presentation to Planning Commission (June 9)
- City Council Meeting for Approval of Final Draft (July 1)



# PARKS AND RECREATION MASTER PLAN

## Draft Plan Presentation



City Council  
Workshop  
*May 13, 2014*

CITY OF LOVELAND

# parks and recreation

master plan



# Additional Slides for Reference

# Preferred Funding Option

How should park and recreation programs and facilities be funded?	Survey	Online Questionnaire
100% from taxes – no fees should be charged	16%	10%
Mostly from tax dollars and some from user fees	59%	57%
Mostly from user fees and some from tax dollars	23%	24%
100% from user fees	2%	2%

# Focus on Community Parks & Facilities

- High community satisfaction with existing services
- Right-size the park system and update guidelines

Park Type	Existing Developed Acreage <sup>1&amp;2</sup>	Existing LOS <sup>3</sup> (acres/1,000)	2001 Standard (acres/1,000)	Proposed Guideline (acres/1,000)	Additional Developed Acres Needed <sup>3 &amp; 4</sup>		
					Current Population (2013) 72,846	Projected Population (2023) 93,247	Population at Build out (2063) 210,000
Neighborhood Parks	91.0	1.25	2.5	1.25	--	25.6	171.5
Community Parks	244.5	3.36	5.0	4.5	44.1	135.9	661.3
Civic Spaces	39.2	0.54	0	0.0	n/a	n/a	n/a
<b>TOTAL</b>	<b>374.7</b>	<b>5.14</b>	<b>7.5</b>	<b>5.75</b>		<b>161.5</b>	<b>832.8</b>

# Trails Connectivity and Access

- Complete City Recreation Trail
- Move beyond the loop
- Inventory trails
- Provide more trails



Trail Surface	Existing Miles	Existing LOS	2001 Standard	Proposed Guideline	Additional # of Miles Needed		
					Current Population (2013) 72,846	Projected Population (2023) 93,247	Population at Build out (2063) 210,000
Hard	17.5	1/4,163	1/2,000	1/3,000	6.8	13.6	52.5
Soft	1.8	1/40,470	none	1/5,000	12.8	16.8	40.2

# Accessible Open Lands

- Protect open lands at existing LOS as community grows and develops

Park Type	Existing City Acreage <sup>1</sup>	Existing LOS <sup>2 &amp; 4</sup> (acres/1,000)	Potential Acres Needed <sup>2 3</sup>		
			Current Population (2013) 72,846	Projected Population (2023) 93,247	Population at Build out (2063) 210,000
Fee Simple Properties and Partnerships	1771.62	24.34	--	498	3339.78
Conservation Easements	2,584.67	35.48	--	723.73	4,866.1
<b>TOTAL</b>	<b>4,356.29</b>	<b>59.82</b>		<b>1,221.73</b>	<b>8,205.83</b>

<sup>1</sup> Existing City acreage counts all owned acreage and an ownership percentage of partner sites.

<sup>2</sup> The existing LOS and acres needed are based on both developed and undeveloped acreage.

<sup>3</sup> Acreage needs show the number of acres needed in addition to what is provided today

<sup>4</sup> A portion of Loveland's Open Land Acres are located outside of the Growth Management Area.




**CITY OF LOVELAND**

BUDGET OFFICE

 Civic Center • 500 East Third • Loveland, Colorado 80537  
 (970) 962-2329 • FAX (970) 962-2901 • TDD (970) 962-2620

**AGENDA ITEM:** 2  
**MEETING DATE:** 5/13/2014  
**TO:** City Council  
**FROM:** Brent Worthington, Finance Department  
**PRESENTER:** John Hartman, Budget Officer

**TITLE:**

Priority Based Budgeting – Presentation of Model

**SUMMARY:**

The Center for Priority Based Budgeting will present the final “**Resource Alignment Diagnostic Tool**” developed for the City based on its implementation of the Priority Based Budgeting process. This model reflects the completed scoring and costing data for each of the City’s programs. The model can sort the 800 programs provided by the City for both Community and Governing results into quartiles, showing which are most relevant towards achieving the goals based on the scoring process and the amount of funding that goes towards these highly relevant programs.

**BACKGROUND:**

In December, the City began the Priority Based Budgeting process guided by the Center for Priority Based Budgeting. In the first step, Council established the broad goals they wish City services to achieve. The second step involved staff, the Boards & Commissions and the public to define these goals. Simultaneously, staff developed a program inventory of all services offered and the costs associated with each program. The final step was for the departments to score their programs on each of the program’s relevance to the goals. Peer Review Teams, drawn from middle management and Lead Loveland Alumni, reviewed the Department scores and adjusted the scores based on the team’s view of the program’s relevance to the goal as a quality control measure.

The Center places this data into their model. The model has the flexibility to present many different views or “sorts” of the programs for staff and Council to use as an aid in developing the 2015 Budget. The City will be able to keep the model for use in the future. With the completion of the model, we will have a tool to align service delivery and resources to better achieve the goals established by Council.

The presentation will focus on how the tool works, rather than on how specific programs scored. As staff and Council learn how to use the Diagnostic Tool, we will schedule a separate study in late June, for an in depth look at the program scoring and prioritization, differences in the peer

review scoring from the department scoring and look to receive direction from Council on the 2015 Budget development at that time.

From a high level view of the results from the peer Review Process; in the Community Results programs, 160 programs moved at least one quartile in the peer review process, 65 programs were moved up one quartile, 71 programs we moved down one quartile and 24 programs were moved down two quartiles. In the Governing Results programs, 49 programs were moved by at least one quartile, 1 program was moved up by two quartiles, 2 programs moved up two quartiles, 43 programs moved down one quartile, and 3 programs moved down two quartiles.

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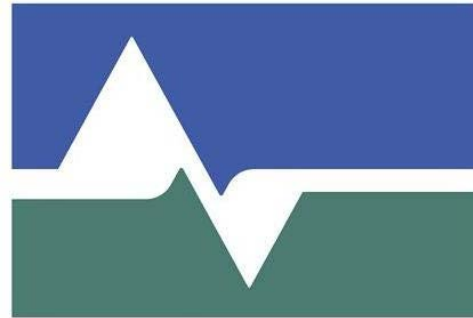
**REVIEWED BY CITY MANAGER:**



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**LIST OF ATTACHMENTS:**

1. Power Point Presentation by the Center for Priority Based Budgeting



City of Loveland

# Priority Based Budgeting Presentation of ***“Resource Alignment Diagnostic Tool”***

City of Loveland, Colorado  
Jon Johnson & Chris Fabian  
May 13, 2014



CENTER FOR  
PRIORITY BASED BUDGETING

Using a Unique Lens to Focus Community Resources on Results



# BRINGING VISION INTO FOCUS WITH A NEW "LENS"



# STEPS to SUCCESS – Priority Based Budgeting

## 1. Determine Results

- Accurate prioritization of programs, reflecting the organization's stated objectives, depends on the comprehensive identification of the *Results* it is in business to achieve

## 2. Clarify Result Definitions

- Precision in prioritization depends on the articulation of the cause and effect relationship between a program and a *Result*
- Using clearly defined "**Result Maps**", detailing the factors that influence the way *Results* are achieved, the organization can minimize subjectivity in the process of linking programs with its *Results*

## 3. Identify Programs and Services

- Comparing individual programs and services as opposed to comparing departments that provide those services allows for better prioritization

## 4. Value Programs Based on Results

- With the right *Results* that are clearly defined, the organization can more accurately "value" a program relative to its influence on achieving *Results*

## 5. Allocate Resources Based on Priorities

- Using "**Resource Alignment Diagnostic Tool**"

# CITY of LOVELAND, COLORADO RESULTS

- ***Diverse Ways to Enjoy Culture, Recreation, Life-Long Learning and Leisure***
  - ***Effective Mobility and Reliable Infrastructure***
- ***Healthy, Attractive and Environmentally Sustainable Community***
  - ***Safe and Secure Community***
- ***Thriving, Welcoming and Desirable Place to Live that Provides for the Well-Being of the Community***
  - ***Vibrant Economy***
- ***Well-Planned and Strategically Managed Growth and Development***
  - ***Good Governance***

## SAFE and SECURE COMMUNITY

Ensures Timely and Effective Emergency Response and Preparedness

Creates a Feeling of Personal Safety by Emphasizing Prevention, Risk Reduction, a Visible Safety Presence and Positive Activities to Engage Youth

Provides Protection, Enforcement and Justice Administration

Develops and Builds Safe Public Facilities and Transportation Systems that Promote Safe Traffic Flow

Provides Reliable Utilities and Storm Water Management and Monitors Air and Water Quality to Ensure Environmental Protection and Sustainability

Promotes Well-Designed, Well-Planned and Well-Regulated Development. Construction and Land Use Planning

Partners with Community Groups to Promote Physical, Mental and Socio-Economic Health and Provide for Day-to-Day Needs

Encourages Citizens to be Engaged, Well-Informed and Assume Shared Responsibility for their Personal Safety

## **GOOD GOVERNANCE**

**Protects, Manages,  
Optimizes and Invests in its  
Financial, Human, Physical  
and Technology Resources**

**Ensures Sound Fiscal  
Policies and Enables Trust  
and Transparency by  
Ensuring Accountability,  
Efficiency, Flexibility,  
Innovation and Excellence  
in all Operations**

**Supports Decision-Making  
with Timely and Accurate  
Short-Term and Long-Range  
Analysis that Enhances  
Vision and Planning**

**Provides Assurance of  
Regulatory and Policy  
Compliance to Minimize  
and Mitigate Risk**

**Attracts, Motivates and  
Develops a High-Quality,  
Engaged and Productive  
Workforce**

**Delivers Responsive,  
Respectful and Courteous  
Service to Internal and  
External Customers, while  
Ensuring Timely and  
Effective Two-Way  
Communication**



# Identifying Programs & Program Costs

*“Inventorying all of a government’s services into a list of programs is the most difficult part of the process, but for many, it is the most illuminating. By costing out and rethinking the budget in terms of what specific services a government provides, decision-makers gain valuable information about what they actually do and how much each unit costs to produce.”*

- **739 Citywide Programs - \$176,975,918**
  - **561 Community Programs - \$157,356,491**
    - 88.9% of ongoing City budget
  - **178 Governance Programs - \$ 19,619,427**
    - 11.1% of ongoing City budget

# Program Scoring :

“Value” of Programs based on their influence on Results and Basic Program Attributes

## CITY of LOVELAND, COLORADO

Individual Department Program Scorecard

March, 2014



## DEPARTMENT

Evaluation Criteria

### Basic Program Attributes

MANDATED to PROVIDE the PROGRAM

RELIANCE on the CITY to PROVIDE the PROGRAM

COST RECOVERY of PROGRAM

PORTION of COMMUNITY SERVED by the PROGRAM

CHANGE in DEMAND for the PROGRAM

Protects, Manages, In Its Financial, Technolo

**DIRECTIONS:** For all the programs in your department, please rate how these programs score in the five (5) Basic Attributes and also how they influence the City's ability to achieve its six (6) Governance Results. When completed, please email the Program Scorecard back to John Hartman in the Finance Department.

**0-4 Scale**  
 4= Fed/State Mandate; 3= Charter; 2= City Code, Resolution, Ordinance or Policy; 1= Best Practice; 0= No Mandate

**0 to 4 Scale**  
 4= City is sole provider; 3= City is sole provider but other contractors available; 2= other non-profit agency providers; 1 and 0= several other private providers

**0-4 Scale**  
 based on Percentage; 4= 75% to 100%; 3= 50% to 74%; 2= 25% to 49%; 1= 1% to 24%; 0= no cost recovery

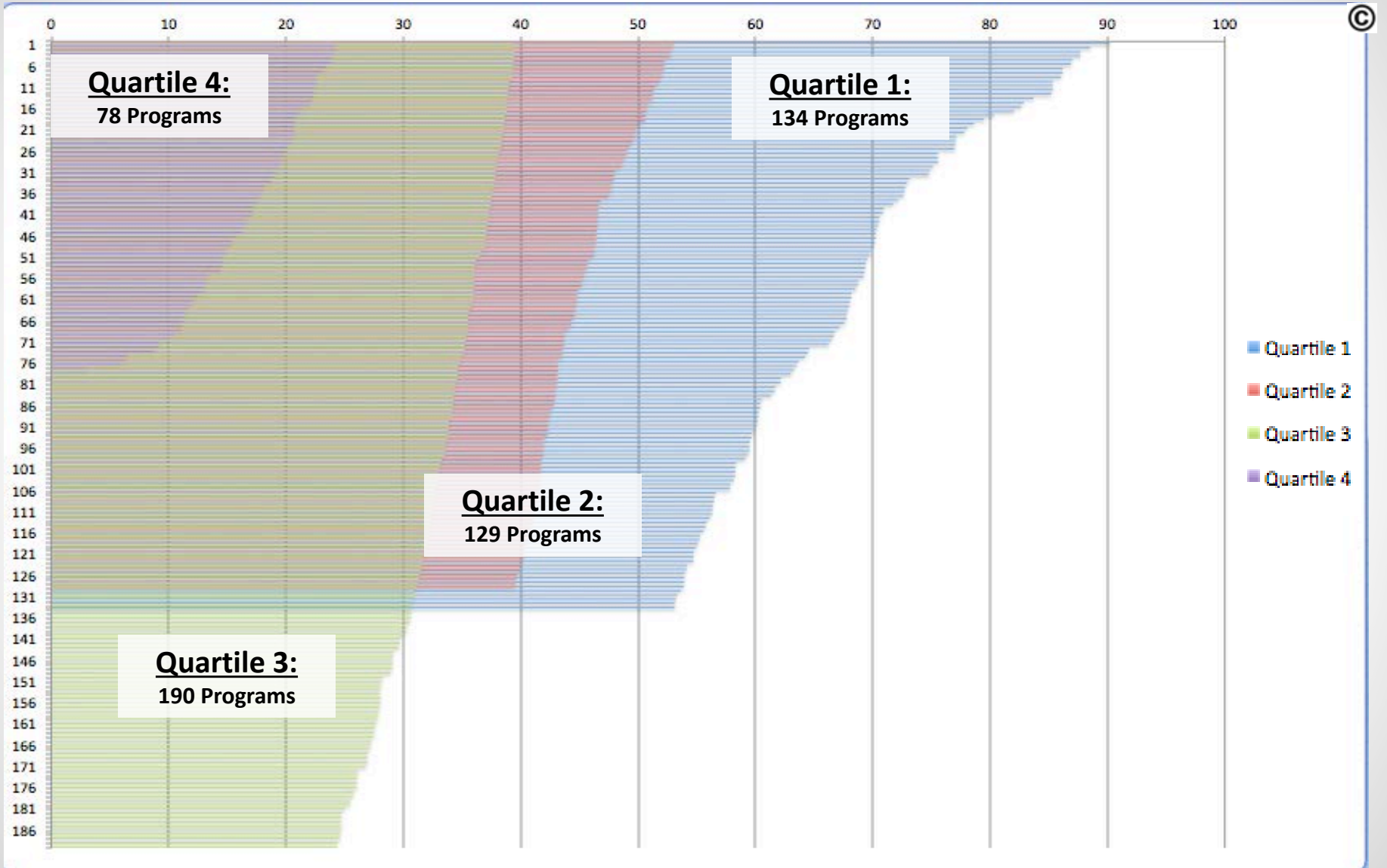
**0 to 4 Scale**  
 Program serves 4 = Entire community; 3= Substantial part of community; 2 = Significant part of community; 1= Some portion of community; 0= Only small portion of community

**4 to -4 Scale**  
 Program Experiencing: 4=Substantial; 3=Significant; 2 = Modest; 1=Minimal; 0= No change in demand; -1=Minimal decrease; -2=Modest decrease; -3=Significant decrease; -4=Substantial decrease

4

ACCOUNTING FUND	DEPARTMENT	DIVISION	PROGRAM NAME	PROGRAM NUMBER	Enter Score Below	Enter Score Below	Enter Score Below	Enter Score Below	Enter Score Below	Enter
General	Human Resources	HR	Compensation - Delivery Systems	9049	2	3	0	4	0	
General	Human Resources	HR	Compensation - Classification, Market Analysis and Structure	9050	4	3	0	4	0	
General	Human Resources	HR	Compensation - Federal & State Compliance	9051	4	3	0	4	0	
General	Human Resources	HR	EEO4 Reporting	9052	4	3	0	0	0	
General	Human Resources	HR	City Compliance	9053	3	3	0	4	1	
Employee Benefits	Human Resources	HR	Benefits-Employee Clinic and Wellness	9054	0	3	0	3	0	

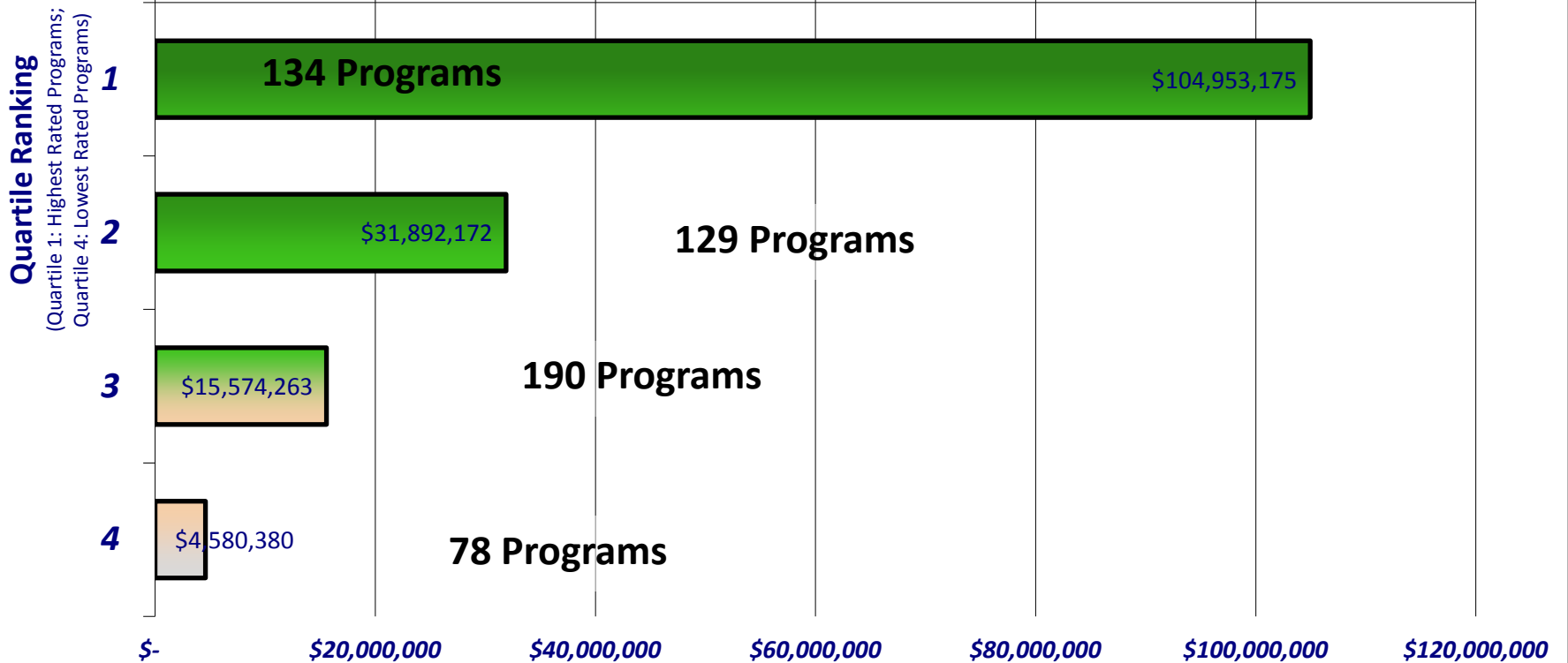
# Defining Quartile Groupings



# Allocate Resources Based on Prioritization



**Priority Based Budgeting: Spending Array Perspectives**



# "Looking Through the "New Lens"



- Which programs are of the highest priority in terms of achieving what is expected by the community?
  - *And which are of lesser importance?*
- Which programs are truly mandated for us to provide
  - *And how much does it cost to provide them?*
- Which programs are offered because they are "self-imposed" ?
- Which programs are offered for which there are no other service providers?
- Are there programs might lend themselves to public/private partnerships?

# “Looking Through the “New Lens”



- Who in the private sector is offering programs that are similar in nature?
  - *And should we consider “getting out of that business”?*
- Which programs are experiencing an increasing level of demand from the community?
  - *And which are experiencing a decreasing need?*
- Are there programs offered that are not helping us achieve our intended “Results”?
- What are we spending to achieve our “Results”?

# "Resource Alignment Diagnostic Tool"

## City of Loveland, Colorado



### City of Loveland, Colorado "Resource Alignment Diagnostic Tool"



May, 2014

Program Type:

(All Programs, Governance, Community-oriented)

Fund Perspective:

(All or Individual Funds)

Department / Division Perspective:

Department

Division

Funding Perspective:

(Revenue Source; Direct/Indirect Costs)

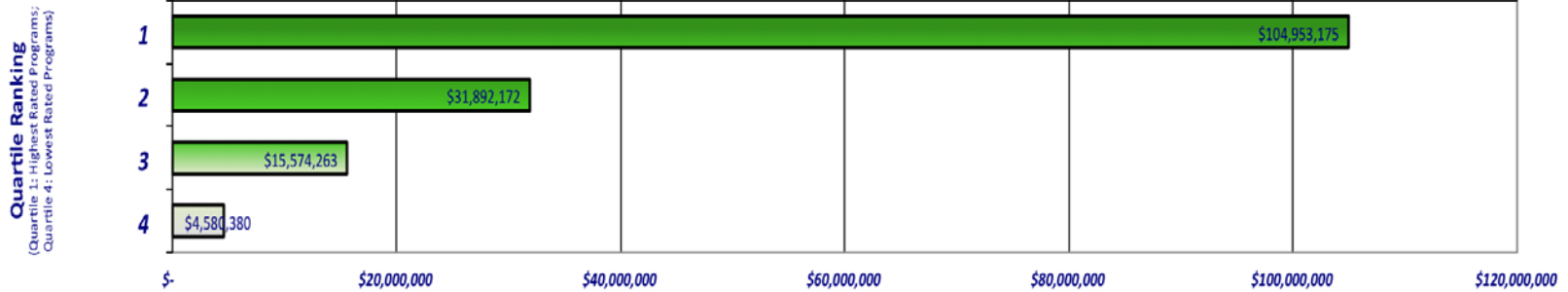
Community-Oriented Programs

City-wide

All Departments

Total Estimated Budget

Priority Based Budgeting: Spending Array Perspectives



Quartile Ranking	Prior Year Budget	2013 Budget	Increase (Reduce) %	Impact	2014 Target Budget	# of Programs
Qrt 1	\$0	\$104,953,175	0.00%	\$0	\$104,953,175	134
Qrt 2	\$0	\$31,892,172	0.00%	\$0	\$31,892,172	129
Qrt 3	\$0	\$15,574,263	0.00%	\$0	\$15,574,263	190
Qrt 4	\$0	\$4,580,380	0.00%	\$0	\$4,580,380	78
Fixed Costs	\$0	\$356,501	0.00%	\$0	\$356,501	2
Allocated Costs	\$0	\$0	0.00%	\$0	\$0	0
<b>TOTALS</b>	<b>\$0</b>	<b>\$157,356,491</b>	<b>0.00%</b>	<b>\$0</b>	<b>\$157,356,491</b>	<b>533</b>

Generate List of Programs

Total City Budget

% Of Total City Budget

% of Total Programs

Total Programs

\$ 176,975,918

88.91%

72.12%

739

# QUESTIONS?



# Thank You !



## CENTER FOR PRIORITY BASED BUDGETING

*Using a Unique Lens to Focus Community Resources on Results*

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Denver, Colorado.*



# Community Results



Keeps Streets,  
Sidewalks and Bikeways  
in First-Rate Condition

Ensures Safety for  
Pedestrians and Cyclists  
on an Easily Accessible  
Multi-Modal  
Transportation  
Network

Advocates for Public  
Transit Options and  
Airport Accessibility

**EFFECTIVE  
MOBILITY and  
RELIABLE  
INFRASTRUCTURE**

Invests in Reliable, High  
Quality Water, Electric  
and Sewer Systems

Designs Safe and  
Congestion-Free Traffic  
Systems that are  
Connected and  
Accessible

Participates in Long-  
range Regional  
Planning to meet  
Northern Colorado  
Growth Projections

Fosters an Attractive,  
Clean, Orderly, Safe and  
Environmentally  
Sustainable Community

Protects and Enriches Parks,  
Greenways and Open  
Spaces<sup>1</sup>

Partners to Provide for the  
Physical, Mental and Socio-  
Economic Health and Well-  
being of its Residents

Partners with the Community to  
Develop and Adopt Long-range  
Community Plans, Development  
Standards and Consistent  
Housing Policies

Builds and Maintains Multi-  
Modal Transportation  
Systems and Promotes  
Alternative Mobility Options

**HEALTHY,  
ATTRACTIVE and  
ENVIRONMENTALLY  
SUSTAINABLE  
COMMUNITY**

Fosters Environmental  
Protection and  
Conservation, Flood Control  
and Storm Water  
Management

Offers Accessible Cultural,  
Recreational, Life-Long  
Learning Opportunities,  
Encouraging Ample Options  
of "Things to Do"

Encourages Sustainable  
Building Design Standards,  
Code Enforcement and  
Historic Preservation

Promotes "Curb Appeal" by  
Creating a Clean, Attractive  
and Visually Appealing Place  
to Live

Encourages Energy  
Conservation and Efficiency,  
Alternative Energy;  
Sustainability Planning and  
Recycling

## SAFE and SECURE COMMUNITY

Ensures Timely and Effective Emergency Response and Preparedness

Creates a Feeling of Personal Safety by Emphasizing Prevention, Risk Reduction, a Visible Safety Presence and Positive Activities to Engage Youth

Provides Protection, Enforcement and Justice Administration

Develops and Builds Safe Public Facilities and Transportation Systems that Promote Safe Traffic Flow

Provides Reliable Utilities and Storm Water Management and Monitors Air and Water Quality to Ensure Environmental Protection and Sustainability

Promotes Well-Designed, Well-Planned and Well-Regulated Development. Construction and Land Use Planning

Partners with Community Groups to Promote Physical, Mental and Socio-Economic Health and Provide for Day-to-Day Needs

Encourages Citizens to be Engaged, Well-Informed and Assume Shared Responsibility for their Personal Safety



Maintains Attractive,  
Desirable and Welcoming  
Neighborhoods  
Commercial Areas and  
Public Spaces

Provides Reliable Utility  
and Transportation  
Systems

Engages, Involves, Informs  
and Partners with the  
Community through Two-  
Way Communication and  
Connected Neighborhoods

**THRIVING,  
WELCOMING and  
DESIRABLE PLACE  
to LIVE that  
PROVIDES for the  
WELL-BEING of the  
COMMUNITY**

Promotes Recreation and  
Social Opportunities,  
Community Events and  
Community Gatherings

Feeds a Vibrant Local  
Economy with  
Employment, Education,  
the Arts and Learning  
Opportunities for all Ages  
and Abilities

Encourages Well-Planned  
New Development and  
Redevelopment

Fosters a Safe, Clean,  
Healthy and Helping Place  
to Live and Work

## VIBRANT ECONOMY

Develops Partnerships to Attract and Retain a Diverse Business Mix

Provides Incentives and Support to Recruit, Retain and Revitalize Businesses, Especially Locally-Owned

Ensures Access to Quality Healthcare, Education and a Variety of Desirable Life Amenities

Ensures Transportation Networks, Mobility Options and Utility/Communication Systems Meet Current and Future Needs

Sustains a "Business-Friendly" Climate that Makes it Easy to do Business in Well-Governed, Fiscally Sound Community

Promotes a Safe, Inviting Community with a Vibrant Downtown that Attracts Residents and Visitors Alike

Promotes Availability of "Things to Do" - Culture, Recreation, Arts, and Community Events

Promotes Job Creation and Workforce Development

Promotes Quality Development, Redevelopment and Renovation







# Governance Results

## GOOD GOVERNANCE

Protects, Manages, Optimizes and Invests in its Financial, Human, Physical and Technology Resources

Ensures Sound Fiscal Policies and Enables Trust and Transparency by Ensuring Accountability, Efficiency, Flexibility, Innovation and Excellence in all Operations

Supports Decision-Making with Timely and Accurate Short-Term and Long-Range Analysis that Enhances Vision and Planning

Provides Assurance of Regulatory and Policy Compliance to Minimize and Mitigate Risk

Attracts, Motivates and Develops a High-Quality, Engaged and Productive Workforce

Delivers Responsive, Respectful and Courteous Service to Internal and External Customers, while Ensuring Timely and Effective Two-Way Communication

# Basic Program Attributes



## Basic Program Attributes: Mandated to Provide Program

- *Programs that are mandated by another level of government (i.e. federal, state or county) will receive a higher score for this attribute compared to programs that are mandated solely by the City or have no mandate whatsoever.*
- The grading criterion established to score programs, on a 0 to 4 scale is as follows:
  - **4** = Required by Federal, State or County legislation
  - **3** = Required by Charter or incorporation documents **OR** to comply with regulatory agency standards
  - **2** = Required by Code, ordinance, resolution or policy **OR** to fulfill executed franchise or contractual agreement
  - **1** = Recommended by national professional organization to meet published standards, other best practice
  - **0** = No requirement or mandate exists

## Basic Program Attributes:

# Reliance on City to Provide Program

- Programs for which residents, businesses and visitors can look only to the City to obtain the service will receive a higher score for this attribute compared to programs that may be similarly obtained from another intergovernmental agency or a private business.
- The grading criterion established to score programs, on a 0 to 4 scale is as follows:
  - **4** = City is the sole provider of the program and there are **no** other public or private entities that provide this type of service
  - **3** = City is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service
  - **2** = Program is only offered by another governmental, non-profit or civic agency
  - **1** = Program is offered by other private businesses but none are located within the City limits
  - **0** = Program is offered by other private businesses located within the City limits

# Basic Program Attributes: Change in Demand for Program

- Programs demonstrating an increase in demand or utilization will receive a higher score for this attribute compared to programs that show no growth in demand for the program. Programs demonstrating a decrease in demand or utilization will actually receive a negative score for this attribute.
- The grading criterion established to score programs, on a -4 to 4 scale is as follows:
  - **4** = Program experiencing a **SUBSTANTIAL** increase in demand of 25% or more
  - **3** = Program experiencing a **SIGNIFICANT** increase in demand of 15% to 24%
  - **2** = Program experiencing a **MODEST** increase in demand of 5% to 14%
  - **1** = Program experiencing a **MINIMAL** increase in demand of 1% to 4%
  - **0** = Program experiencing **NO** change in demand
  - **-1** = Program experiencing a **MINIMAL** decrease in demand of 1% to 4%
  - **-2** = Program experiencing a **MODEST** decrease in demand of 5% to 14%
  - **-3** = Program experiencing a **SIGNIFICANT** decrease in demand of 15% to 24%
  - **-4** = Program experiencing a **SUBSTANTIAL** decrease in demand of 25% or more



# Basic Program Attributes: Cost Recovery of Program

- Programs that demonstrate the ability to “pay for themselves” through user fees, intergovernmental grants or other user-based charges for services will receive a higher score for this attribute compared to programs that generate limited or no funding to cover their cost.
- The grading criterion established to score programs, on a 0 to 4 scale is as follows:
  - **4** = Fees generated cover 75% to 100% of the cost to provide the program
  - **3** = Fees generated cover 50% to 74% of the cost to provide the program
  - **2** = Fees generated cover 25% to 49% of the cost to provide the program
  - **1** = Fees generated cover 1% to 24% of the cost to provide the program
  - **0** = No fees are generated that cover the cost to provide the program



## Basic Program Attributes:

# Portion of Community Served by Program

- Programs that benefit or serve a larger segment of the City's residents, businesses and/or visitors will receive a higher score for this attribute compared to programs that benefit or serve only a small segment of these populations.
- The grading criterion established to score programs, on a 0 to 4 scale is as follows:
  - **4** = Program benefits/serves the **ENTIRE** community (100%)
  - **3** = Program benefits/serves a **SUBSTANTIAL** portion of the community (at least 75%)
  - **2** = Program benefits/serves a **SIGNIFICANT** portion of the community (at least 50%)
  - **1** = Program benefits/serves **SOME** portion of the community (at least 10%)
  - **0** = Program benefits/serves only a **SMALL** portion of the community (less than 10%)